

What Makes a Coalition Successful?

Rachel Callanan, JD MNM

**Regional Vice President of Advocacy
Minnesota and Wisconsin**

Session Goals

Tactics and Best Practices for Participating in or Leading a Coalition

Share tips for Successful Coalition Management

Identify and Avoid Common Pitfalls

Explore Case Studies

American Heart Association

AHA's Mission:

- To build healthier lives free of cardiovascular diseases and stroke.

AHA's Advocacy:

- Public policy advocacy ensures the broad public health impacts required to achieve our mission.

AHA's Advocacy Structure:

- Government relations and grassroots staff in all 50 states and D.C. promote our public policies.

What makes a coalition successful?

Tactics and Best Practices

Threshold questions:

- What does your organization gain by joining or launching a coalition?
- Is a coalition the right structure to achieve your goals?

Tactics and Best Practices

Continuum of Formality, Complexity, Risk, and Integration →

	<i>network</i> →	<i>affiliation</i> →	<i>coalition</i> →	<i>strategic alliance</i> →	<i>merger</i>
PURPOSE	Communication	Cooperation	Coordination	Collaboration	Convergence
Information Exchange	Fully autonomous.	Working agreements to share information and support each other's work.	Aligned or co-sponsored activities, services, or campaigns in pursuit of common goals.	Relinquish some autonomy for collective purpose and integrated strategies. Opportunity for synergy and adaptive change.	Relinquish autonomy and unite within an integrated, seamless structure.
Mutual Support					
Joint Effort					
Shared Vision and Goals					
Consolidated Mission and/or Structure					

Minnesota examples:



- Mission—healthy eating and physical activity
- Multi-issue coalition
- 9-year coalition
- Mostly health focused membership
- Formal structure (bylaws, committees, membership application)

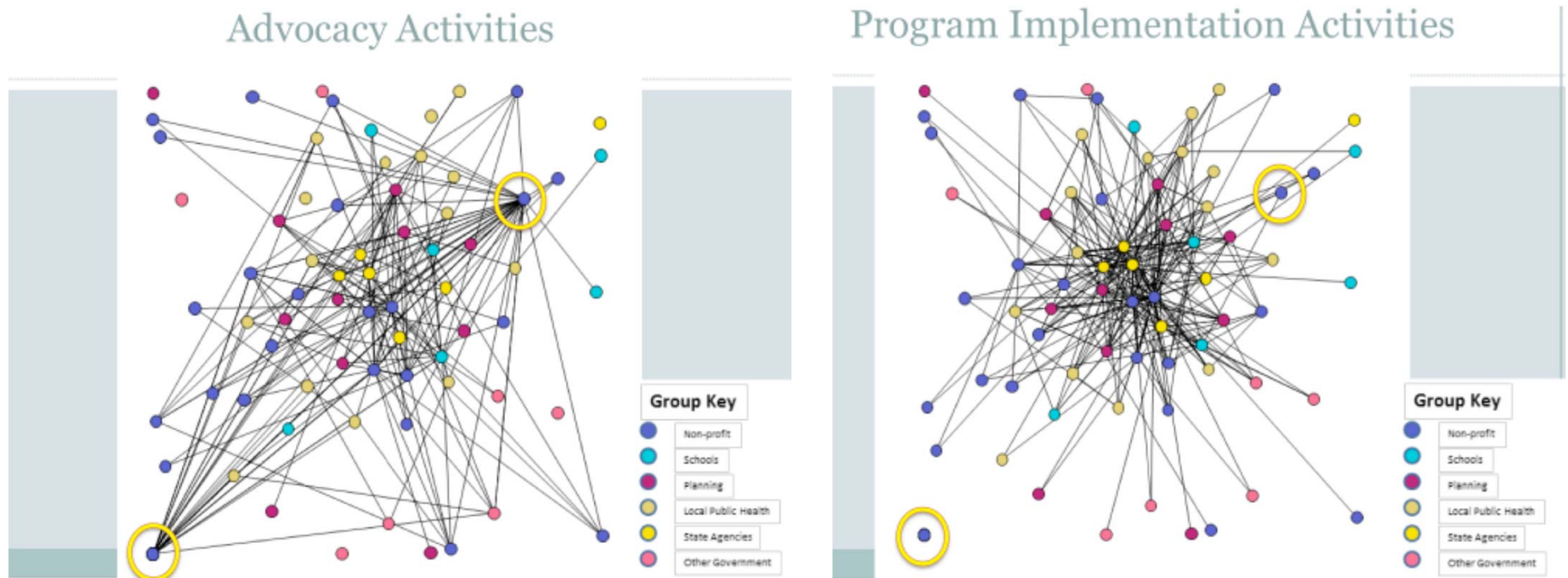


- Mission—Safe Routes to School funding
- Single issue campaign
- Limited time campaign
- Multi-sector membership
- Minimal coalition structure



Tactics and Best Practices

Purposeful collaboration: Playing to your strengths



Source: Jennifer Pelletier MPH, Phd, Minnesota SRTS Network dissertation, University of Minnesota, 2016.

YES! Let's Build/Join the Coalition!

Know your Purpose/Goals

- Clarity of mission
- Individual campaign v. broader shared mission

Know your Rules of the Road

- Decision-making structure
- Policy bottom-lines
- Tactics

Know your Capacity

- Coalition inventory
- Leadership
- Staffing

Coalition Management

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Two examples of membership:



Membership Application

The mission statement of the Minnesota Safe Routes to School Coalition is to promote healthy eating and increase physical activity to improve health and reduce obesity among Minnesota's children through policy change.

Membership Type

- ☐ Organizational membership
- ☐ Consulting organization (non-voting, not listed publicly as a member, receives information and meeting notices)
- ☐ Individual member (non-voting, not listed publicly as a member, receives information and meeting notices)

Contact Information (Individual member applicants do not need to complete fields with *)

Organization Name _____
*Executive Director (or equivalent) _____
Main Contact Person _____
Main Contact Email Address _____
Address _____
City _____ State _____ Zip _____
Main Contact Person Phone _____ Fax _____
Website _____

*Signature of Executive Director (or equivalent) _____

1. *To be eligible for membership, an organization must have a mission statement that, in whole or in part, promotes the MSHK Coalition mission statement. Please write your organization's mission statement below and explain how your organization's mission promotes the MSHK mission.

Resolution of Support to Fund the Minnesota Safe Routes to School Grant Program



Whereas, Minnesota Department of Transportation received 82 Safe Routes to School grant requests in 2011 totaling \$23 million but were only able to fund 16 with the \$3.8 million in federal funds that were available; and

Whereas, Minnesota Department of Transportation received 63 applications in 2013 requesting more than \$15 million for infrastructure to support Safe Routes to School; and

Whereas, about one-third of the children in the United States are obese or overweight; and

Whereas, the number of obese and overweight children has tripled in the last 20 years and is expected to increase at an even more rapid rate; and

Whereas, 43% of children that live less than a mile from school are driven to school; and

Whereas, walking one mile to and from school would equal 2/3 of the recommended daily physical activity; and

Whereas, many children do not get the recommended 30 minute minimum of moderate to vigorous physical activity each day; and

Whereas, \$14 billion is spent annually in the United States on child obesity related health care; and

Whereas, studies have shown that physical activity has a positive effect on scholastic achievement, cognitive ability, reducing tobacco use, insomnia, depression, anxiety and body mass index; and

Whereas, epidemiologists have forecasted that today's American children may be the first generation to live shorter lives than their parents because of disease related to physical inactivity.

NOW THEREFORE, BE IT RESOLVED, that _____ encourages the Minnesota Legislature to pass and Governor Dayton to sign a bill that funds the Minnesota Safe Routes to School program in the 2014 bonding bill.

RESOLUTION DECLARED AND ADOPTED. DATED: _____

SIGNATURE: _____ TITLE: _____

☐ Individual ☐ Organization*

Name _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____

Email: _____



*Signing on as an organization gives the coalition permission to list your organization as a member of the Minnesota Safe Routes to School Coalition.

Please return this resolution of support to Rachel Callanan at American Heart Association rachel.callanan@heart.org, fax 952-835-5828, or via mail to MN Advocacy American Heart Assoc. 4701 W. 77th St., Edina, MN 55435.

What are pitfalls you have seen in your coalition work?

Addressing Common Pitfalls

Lack of leadership

- Trusted leadership ensures consensus on the rules, structure, decision making

Lack of purpose/shifting priorities

- Define clear purpose and stick with it

Lack of resources

- Inventory capacity, know your limits, and collaborate to pool/find resources

Addressing Common Pitfalls

Lack of communication

- Ensure transparency, create communication tools and opportunities

Lack of commitment by members/shifting priorities

- Clarify roles, document commitments, create accountability mechanisms

Failure to give credit where credit is due

- Build in recognition and celebrate successes together

Addressing Common Pitfalls

“You’ve got
to know
when to hold
‘em and
know when
to fold ‘em”



Please contact me at
rachel.callanan@heart.org

life is why™
es por la vida™ 全为生命™

Resources

- “What makes an effective coalition? Evidence-based indicators of success,” TCC Group, March 2011 (includes coalition capacity checklist in Appendix A)
http://www.tccgrp.com/pdfs/What_Makes_an_Effective_Coalition.pdf
- “Organizing for Social Change,” Midwest Academy
- “Forms and Functions of Collective Work,” OpenSource Leadership Strategies, Inc.
<http://opensourceleadership.com/documents/Power%20of%20the%20Collective.pdf>
- PARTNER: Program to Analyze Record and Track Networks to Enhance Relationships <http://partnertool.net/>